

The Standardized Program Evaluation Protocol (SPEP™):

Service Score Results: Baseline

Name of Program and Service: George Junior Republic- Community Service/Restitution
Cohort Total: 35 (28 for Risk Level) SPEP ID: 156-T01
Selected Timeframe: Jul. 1, 2016-Jun.10, 2017
Date(s) of Interview(s): Jun. 29, 2017
Lead County & SPEP Team Representatives: Jeff Gregro, Berks Co., Lisa Freese & Heather Perry, EPISCenter
Person Preparing Report: Jeff Gregro, Lisa Freese & Heather Perry

Description of Service: *This should include a **brief** overview of the service within the context of the program, the location and if community based or residential. Indicate the type of youth referred, how the service is delivered, the purpose of service and any other **relevant** information to help the reader understand the SPEP service type classification. (350 character limit)*

George Junior Republic (GJR) was established in 1909 as a private, nonprofit residential treatment community for disadvantaged youth by philanthropist William Ruben George. The organization was driven by his dream of creating an environment where youth would receive the guidance, the education and the skills needed to become productive citizens in society. There are three different levels of care and services within the GJR program that are being considered in the SPEP process. The highest (most secure) is the Intensive Supervision Units (ISU). There are currently 3 Intensive Supervision Units. The next lower level of care is the Special Needs (SN) Units. There are currently 18 Special Needs Units. The final level of care being considered is the General Residential (Open Campus) program. There are currently 27 homes in the General Residential program. All levels of care are programs of out-of-home services for dependent and delinquent youth from Pennsylvania and other states across the country.

The goal of all the programs is to “integrate appropriate behaviors into a youth’s daily routine in order for the youth to be successfully discharged back into the community setting.” In the ISU and SN units, the individual and group therapy occur within the residential building. In the General Residential program, all youth attend their individual and group counseling sessions at the Pew Counseling Center on the GJR campus. Delinquent and dependent kids are mixed throughout the cottages. Residents are required to achieve level 2 before they are granted a home pass. Level 2 takes approximately 2-3 months to achieve. One phone call is scheduled each week, with the option for more if necessary. Youth can earn home passes throughout the year.

GJR employs a Balanced and Restorative Justice Coordinator that is responsible for community service and work to pay toward restitution. Youth at GJR collectively earn approximately \$180,000 each year to pay toward restitution. Examples of the work includes on grounds landscaping, planting projects, shoveling sidewalks for the elderly and welding sculptures for community display. The type of work assigned to youth depends upon what level in the motivational system they have achieved. While youth who owe restitution or have court-ordered community service hours participate, all GJR youth are mandated to complete 5 hours of service weekly. Youth are compensated an hourly minimum wage for restitution reimbursement.

The four characteristics of a service found to be the most strongly related to reducing recidivism:

1. **SPEP™ Service Type:** Restitution/Community Service

Based on the meta-analysis, is there a qualifying supplemental service? No

If so, what is the Service type? There is no qualifying supplemental service

Was the supplemental service provided? n/a Total Points Possible for this Service Type: 15

Total Points Earned: 15 Total Points Possible: 35

2. **Quality of Service:** Research has shown that programs that deliver service with high quality are more likely to have a positive impact on recidivism reduction. Monitoring of quality is defined by existence of written protocol, staff training and supervision, and how drift from service delivery is addressed.

Total Points Earned: 5 Total Points Possible: 20

3. **Amount of Service:** Score was derived from examination of weeks and hours each youth in the cohort received the service. The amount of service is measured by the target amounts of service for the SPEP service categorization. Each SPEP service type has varying amounts of duration and dosage. Youth should receive the targeted amounts to have the greatest impact on recidivism reduction.

Points received for Duration or Number of Weeks: 4

Points received for Dosage or Number of Hours: 0

Total Points Earned: 4 Total Points Possible: 20

4. **Youth Risk Level:** The risk level score is compiled by calculating the total % of youth that score above low risk, and the total % of youth who score above moderate risk to reoffend based on the results of the YLS.

26 youth in the cohort are Moderate, High or Very High YLS Risk Level for a total of 10 points

12 youth in the cohort are High or Very High YLS Risk Level for a total of 13 points

Total Points Earned: 23 Total Points Possible: 25

Basic SPEP™ Score: 47 total points awarded out of 100 points. Compares service to any other type of SPEP therapeutic service. (eg: individual counseling compared to cognitive behavioral therapy, social skills training, mentoring, etc.)

Note: Services with scores greater than or equal to 50 show the service is having a positive impact on recidivism reduction.

Program Optimization Percentage: 59% This percentage compares the service to the same service types found in the research. (eg: individual counseling compared to all other individual counseling services included in the research)

The SPEP and Performance Improvement

The intended use of the SPEP is to optimize the effectiveness of reducing recidivism among juvenile offenders. Recommendations for performance improvement are included in the service feedback report, and these recommendations are the focus of the performance improvement plan, a shared responsibility of the service provider and the local juvenile court. The recommendations for this service included in the feedback report are:

The Community Service/Restitution program could improve its capacity for recidivism reduction through:

1. Addressing the following points related to service quality:

- a. Develop a written protocol/manual that:

- i. describes the service to be delivered by process/topic/lesson;
- ii. identifies the target population best suited to receive the service;
- iii. is reviewed and updated regularly and includes a "last revised date" within the manual; and
- iv. can be referenced during service delivery.

- b. Enhance staff training :

- i. Delivery staff should be trained to deliver the service
- ii. Develop a specialized training related to community service/restitution
- iii. Develop booster/refresher trainings

- c. Enhance Staff Supervision:

- i. Supervisors should document and provide written feedback to the delivery staff as it relates to the monitoring process

- d. Enhance Organizational Response to Drift:

- i. Document procedures that specifically address steps to be taken should staff fail to deliver restitution/community service as it is intended to be delivered and ensure that these procedures are implemented systematically.
- ii. Enhance data collection through collecting process or outcome data, peer reviews, or feedback from youth and families.
- iii. Evaluate the effectiveness of the service and use these evaluations to enhance the service.

2. Investigate ways to enhance amount of service to reach 12 weeks and 60 hours.

The Standardized Program Evaluation Protocol (SPEP™):

Service Score Results: Reassessment 1

SPEP™ ID and Time: 156-T02

Agency Name: George Junior Republic
Program Name: George Junior Republic
Service Name: BARJ
Cohort Total: 68 Amount of Service/67 Risk Level
Timeframe of Selected Cohort: July 1, 2018 - June 30, 2019
Referral County(s): Adams, Allegheny, Berks, Bucks, Butler, Chester, Clarion, Clinton, Dauphin, Delaware, Erie, Jefferson, Lehigh, Lycoming, McKean, Monroe, Montgomery, Warren, Washington, Westmoreland, York
Date(s) of Interview(s): September 18, 2019, October 3, 2019, November 21, 2019, and December 19, 2019
Lead County: Allegheny
Probation Representative(s): William Holt
EPIS Representative: Dawn Hooton

Description of Service:

George Junior Republic (GJR) was established in 1909 as a private, nonprofit residential treatment community for disadvantaged youth by philanthropist William Ruben George. The organization was driven by his dream of creating an environment where youth would receive the guidance, education and skills needed to become productive citizens in society. GJR's goal is to "integrate appropriate behaviors into a youth's daily routine in order for the youth to be successfully discharged back into the community setting." GJR provides out-of-home services for dependent and delinquent youth from Pennsylvania and other states across the country. Delinquent and dependent kids are mixed throughout the cottages. Dozens of buildings are on the campus, and each is licensed separately. There are several different levels of care within the GJR residential program: Intensive Supervision Units (ISU); Special Needs Units and Special Needs RTF (SN); General Residential Program; 90 Day; Licensed Drug & Alcohol Treatment Unit; Diagnostic Unit; and Shelter Care.

GJR employs a Balanced and Restorative Justice (BARJ) Coordinator that is responsible for community service and work to pay toward restitution. Youth at GJR collectively earn approximately \$180,000 each year to pay toward restitution. Work includes both on-grounds & community-based opportunities. Examples include but are not limited to assisting at the Grove City Food Pantry or New Castle City Mission, packing backpacks for local kids, making mats for the homeless, landscaping, planting projects, shoveling elderly's sidewalks, or welding sculptures for community display. Only youth who owe restitution or have court-ordered community service hours participate. Youth are compensated an hourly minimum wage for restitution reimbursement.

The four characteristics of a service found to be the most strongly related to reducing recidivism:

1. SPEP™ Service Type: Restitution/Community Service

Based on the meta-analysis, is there a qualifying supplemental service? No

If so, what is the Service Type? There is no qualifying supplemental service

Was the supplemental service provided? N/A **Total Points Possible for this Service Type:** 15

Total Points Received: 15 **Total Points Possible:** 35

2. Quality of Service: Research has shown that programs that deliver service with high quality are more likely to have a positive impact on recidivism reduction. Monitoring of quality is defined by existence of written protocol, staff training, staff supervision, and how drift from service delivery is addressed.

Total Points Received: 10 **Total Points Possible:** 20

3. Amount of Service: Score was derived by calculating the total number of weeks and hours received by each youth in the service. The amount of service is measured by the target amounts of service for the SPEP™ service categorization. Each SPEP™ service type has varying amounts of duration and contact hours. Youth should receive the targeted amounts to have the greatest impact on recidivism reduction.

Points received for Duration or Number of Weeks: 8

Points received for Contact Hours or Number of Hours: 8

Total Points Received: 16 **Total Points Possible:** 20

4. Youth Risk Level: The risk level score is compiled by calculating the total % of youth that score above low risk, and the total % of youth who score above moderate risk to reoffend based on the results of the YLS.

63 youth in the cohort are Moderate, High, Very High YLS Risk Level for a total of 10 points

24 youth in the cohort are High or Very High YLS Risk Level for a total of 13 points

Total Points Received: 23 **Total Points Possible:** 25

Basic SPEP™ Score: 64 total points received out of 100 points. Compares service to any other type of SPEP™ therapeutic service. (e.g. individual counseling compared to cognitive behavioral therapy, social skills training, mentoring, etc.)

Note: Services with scores greater than or equal to 50 show the service is having a positive impact on recidivism reduction.

Program Optimization Percentage: 80% This percentage compares the service to the same service types found in the research. (e.g. individual counseling compared to all other individual counseling services included in the research.)

The SPEP™ and Performance Improvement

The intended use of the SPEP™ is to optimize the effectiveness of reducing recidivism among juvenile offenders. Recommendations for performance improvement are included in the service Feedback Report, and these recommendations are the focus of the Performance Improvement Plan, a shared responsibility of the service provider and the juvenile probation department.

1. Regarding Quality of Service Delivery:

a. Written Protocol:

- i. Update the Policy and Procedure to include the most current list of community service activities.
- ii. Include the purpose of the intention of the service in the Policy and Procedure.
- iii. Clarify how court orders and agency policies identify which youth receive the service.
- iv. Document in the Policy and Procedure the concepts and philosophies that youth should be learning from completing the service.

b. Staff Training:

- i. Identify specialized trainings that are relevant to the service.
- ii. Require staff to complete specialized trainings for this service and document.
- iii. Develop agency-specific booster trainings to enhance the quality of service delivery.

c. Staff Supervision:

- i. Develop a form to provide written feedback to staff delivering the service.
- ii. Reference the quality of service delivery specific to the service in yearly evaluations.

d. Organizational Response to Drift:

- i. Enhance existing policies by including specific examples of departure from the fidelity/quality of service delivery which are not necessarily driven by employee performance.
- ii. Include an "if-then" approach for corrective action for these specific examples of departure from the fidelity/quality of service delivery which are not necessarily driven by employee performance.
- iii. Develop mechanism to collect data on fidelity monitoring of service delivery (i.e., is the service achieving what it is intended to do?), such as through consistent direct observation of service delivery.
- iv. Design and implement a data collection system to gather SPEP™ specific data (e.g., youth identifiable information including JID).

2. Regarding Amount of Service:

- a. Maintain communication with referral JPO to better match research recommendations for the target amount of service and appropriate length of stay for each youth.

3. Regarding Risk Level of Youth Served:

- a. Maintain collaboration with referral JPO to consider the appropriate risk level for each youth.